

# Causes and Consequence Deviant Workplace Behavior

Muafi

**Abstract**—Deviant workplace behavior has always been an interesting topic to be observed by both academicians and practitioners. Negative deviant workplace behavior is a very serious problem in manufacture firms. The purpose of this study is to examine the causes and consequence of deviant workplace behavior. Using a sample of 101 operational staff in SIER (Surabaya Industrial Estate Rungkut), Indonesia, the results show that: (a) intent to quit, dissatisfaction and company contempt have positive effect on deviant workplace behavior, (b) dissatisfaction have positive effect on intent to quit, and (c) deviant workplace behavior have negative effect on individual performance. This research has important organizational behavior implications to the manufacture firms in terms of the examination of deviant workplace behavior. Managers in the manufacture firms should minimize negative deviant workplace behavior with the positive deviant workplace behavior in order to increase the strategic role of manufacture industry in supporting economic growth of the country.

**Index Terms**—intent to quit, dissatisfaction, company contempt, deviant workplace behavior, individual performance

## I. INTRODUCTION

Some researchers have identified that deviant workplace behavior is a very serious problem in manufacture and service firms [12], [13], [15]. Organizational Behavior scientists are interested in reducing deviant organizational behavior because it can be a very disruptive and costly problem in terms of both the financial toll it takes in the company and the emotional toll it takes in employees [4]. Deviance has often been recognized as a reaction to frustrating organizational stressors, such as financial, social, and working conditions [15], [13]. [15] found that the increasing tension in corporations that has resulted from economic changes, increasing global competitiveness, and trends toward downsizing and restructuring has led to significant levels of misconduct. Americans experience 1.7 million violent victimizations at work annually. Nearly 11% of British workers report having been bullied at work in the prior 6 month. The organizational costs of such behavior are staggering. U.S retailers lose \$15.1 billion per year in internal theft, and the rate of such theft is increasing each year. In Australia alone, fraud committed by organizational members cost an average of \$2.1 million for each fraud incident an organization experiences.

Deviant workplace behavior has become one of interesting topics to be observed by both academicians and practitioners.

The sources of deviant workplace behavior include intent to quit, dissatisfaction, company contempt, absenteeism, substance abuse, privilege abuse, theft, and theft approval [1]. These sources of deviant workplace behavior are predicted to have caused deviant workplace behavior and have effect on individual performance in work groups.

The present article focuses on the causes and consequence of deviant workplace behavior of full time operational employee in manufacture firm located in SIER (Surabaya Industrial Estate Rungkut). SIER was established on February 28, 1974 to conserve and develop industrial areas. SIER as one of the state owned companies, is the best, largest and most well-known industrial area. It is located in the Surabaya, East Java, the 2<sup>nd</sup> largest city in Indonesia. Surabaya is one of the city with the highest economic growth and is populated by 3.5 million people. This strategic industrial area is developed by SIER based on a well-designed master plan to meet the real industrial and environmental needs. It is also managed professionally to enhance the efficiency and productivity [17]. In order to increase individual performance of employees, it is important for the management to have a commitment to reduce the negative deviant workplace behavior. Ability to manage or reduce negative deviant workplace behavior will certainly offer positive impacts to all staff and all companies within SIER. Further, negative deviant workplace behavior reduction will increase the strategic role of SIER in supporting economic growth in East Java, Indonesia.

## II. LITERATURE REVIEW

Deviant workplace behavior is voluntary behavior that violates significant organizational norms and, in doing so, threatens the well being of the organization or its members [14]. Researchers have given these behaviors many different names including workplace deviance, counterproductive behavior, antisocial behavior [12], and workplace incivility [14].

Deviant workplace behavior is divided into two groups namely: positive and negative deviant workplace behavior [12]. Some researchers focus on negative deviant workplace behaviors such as absenteeism, withdrawal, withholding effort, sexual harassment and unethical decision making. Another focus is also given to employee delinquencies such as not following the manager's instructions, intentionally slowing down the work cycle, arriving late, vandalism, rumor spreading and corporate sabotage.

According to [13], typology of workplace deviance, varies along two dimensions, namely 'interpersonal versus organizational' and 'minor versus serious'. The result of Robinson and Bennett's research established a two dimensional chart which organizes deviant workplace

Manuscript received December 12, 2010

Muafi, Dept. of Management Economic, University of Pembangunan Nasional Veteran Yogyakarta (UPN VY), SWK 104, Ringroad Utara, Condong Catur, Yogyakarta Indonesia 55283 (Tel: +618132805896, email: muafipaciran@gmail.com).

behavior into four quadrants labeled: production deviance, property deviance, political deviance and personal aggression, [12], [14], [15], see Figure 1. Organizational deviance is a grouping of behaviors between the individual and the organization that involves things such as theft, sabotage, lateness, or putting little effort into work. On the other hand, interpersonal deviance is a behavior displayed between individuals in the workplace and involves behaviors such as: belittling others, playing pranks on others, acting rudely, arguing, and physical aggression. The first dimension typology which is the organizational-interpersonal dimension, has the axis ranges from deviance directed towards individuals to deviance directed towards the organization. The second dimension of typology shows the severity of workplace deviance ranging from minor to serious.

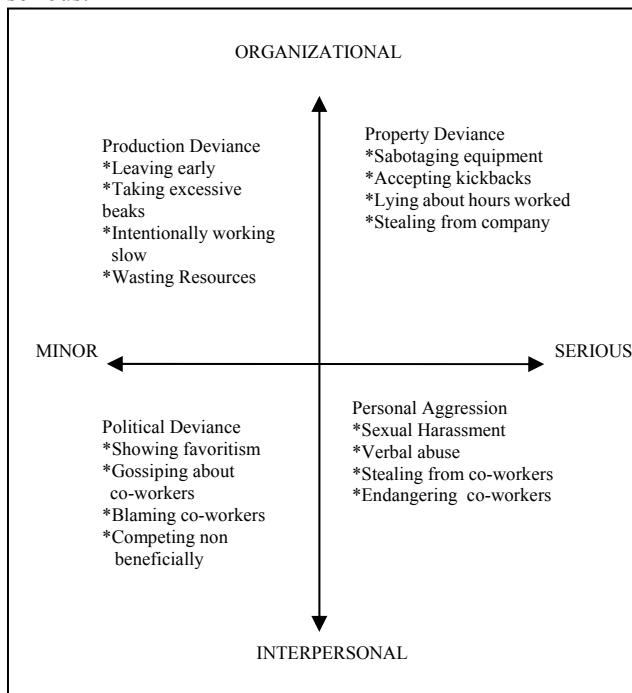


Figure 1. Typology of negative deviant workplace behavior

On the other hand, the positive deviant workplace behavior can be defined as 'intentional behaviors that depart from the norms of a referent group in honorable ways' [12]. Positive deviant behavior must be praiseworthy and must focus on actions with honorable intentions, irrespective of the outcomes. This positive deviant workplace behavior can be classified as a pro-social type of behavior: organizational citizenship behaviors, whistle blowing, corporate social responsibility and creativity/innovation. Further, [16] also identified this positive deviant workplace as non compliance with dysfunctional directives and criticizing incompetent superiors (see Figure 2).

Dimensions of positive deviant workplace behavior are expected to benefit the organization. Apart from the contributions of positive deviant workplace behavior, this research, however focuses on the negative deviant workplace behavior. This is because the negative deviant workplace behavior aspect may very disadvantageous to organization and further reducing individual performance.

Few organizations will admit to creating or condoning conditions that encourage and maintain deviant norms.

Managers want to understanding the source of workplace deviance in order to avoid a chaotic work environment, and workplace deviance can also have a considerable financial impact. Deviant workplace behavior is an important concept because it's a response to dissatisfaction, and employee express this dissatisfaction in many ways. Controlling one behavior may ineffective unless one gets to the root cause. The sophisticated manager will deal with root causes of problems that may result in deviance, rather than solving one surface problem (excessive absence) only to see another one crop up (increased theft or sabotage) [14].

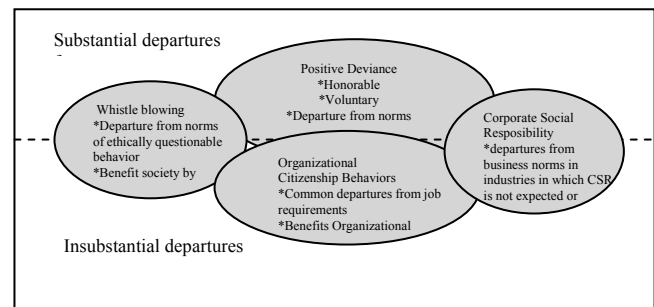


Figure 2. Typology of positive deviant behavior

Job dissatisfaction is an attitudinal that reflects how employee feel about their jobs. If dissatisfied employees remain in the organization they may engage in counter productive behaviors such as poor service, destructive rumors, theft and sabotage of equipment, turnover absenteeism and counter productive behavior results in a financial cost to the organization in terms of lost productivity and replacement costs [5]. [11] suggested that there is negative correlation between job satisfaction and intention to quit. [7] also assert that job satisfaction has negative effect on the intention to quit. Research by [2] found that there is positive significant correlation between job satisfaction on work performance. Further, four attitude variables (theft approval, company contempt, intent to quit, and dissatisfaction) have been identified to predict four types of deviant employee behaviors (absenteeism, substance abuse, privilege abuse and theft) [1].

Based on [12] study, victims of interpersonal workplace deviance are more likely to suffer from stress related problem and show relatively decreased productivity, lost work time and a relatively high turnover rate, and financial costs [3]. This means that deviant workplace behavior has effect on individual performance. According to [10], an important issue for organizations with empowered work group is how to manage performance problems of members of this group. In other word, it concern on how should disciplinary decision be made with in empowered work groups? Human resource professionals need to consider this issue, because it may be that team members are in better position to evaluate the performance of their peers than are formal managers. Members of empowered teams typically work closely together and thus have more opportunities to observe each other's performance. The attribution theory and social distance theory suggest that managers will be more severe in disciplining poor performers than will either groups making disciplinary decision through group consensus or individual group members (working alone). Accountability theory

suggests that group will, in turn be more severe in their disciplinary decision than will the individual group member. However, the empirical evidence is quite limited on this issue. This literature has been used to develop the conceptual framework for this study as shown in research model (See Figure 3).

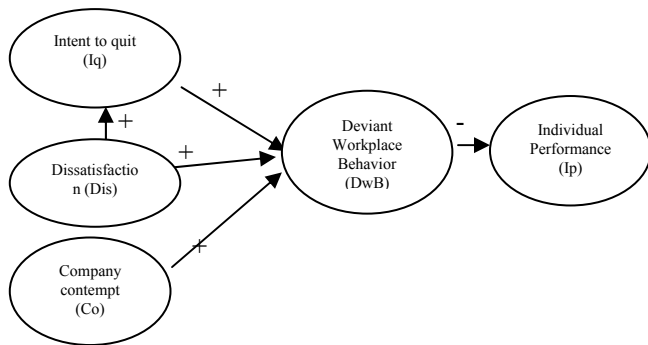


Figure 3. Causes and Consequence Deviant Workplace Behavior

### Hypothesis

Based on the research model, this study proposes these following hypotheses:

H1. There is positive effect of intent to quit (Iq) on deviant workplace behavior (DwB).

H2. There is positive effect of dissatisfaction (Dis) on deviant workplace behavior (DwB).

H3. There is positive effect of dissatisfaction (Dis) on intent to quit (Iq).

H4. There is positive effect of company contempt (Co) on deviant workplace behavior (DwB).

H5. There is negative effect of deviant workplace behavior (DwB) on individual performance (Ip).

### III. RESEARCH METHODS

There are five variables which are used in this research; intent to quit, dissatisfaction, company contempt, deviant behavior, and individual performance. Validity and reliability tests indicate that all variables are valid and reliable. The populations of this study are all operational employee in SIER. The samples in this study are designed by using purposive sampling technique. 150 samples are taken and based on the result of the questionnaire distribution, 101 respondents answered the items completely, so this meets the requirement for Structural Equation Modeling (SEM). The scale arrangement technique applied to asserting intent to quit, dissatisfaction, company contempt, and deviant behavior is Likert scale by scale 1 (strongly disagree) to 7 (strongly agree). While the scale arrangement technique for individual performance ranged from 1 (at the very bottom) to 7 (at the very top).

### IV. FINDINGS

#### Descriptive Analysis

Having response rate 67% (101 out of 150 sample), follows are the description of the respondents.

#### Sample Profile

As illustrated in Table 1, the majority of respondent were male (79%), with ages over 34 years old (70%) and dropt out

university/diploma (55%).

TABLE 1. PROFILE OF RESPONDENTS (N = 101)

General Characteristics	Sub Characteristics	Percentage
Sex	Female	21
	Male	79
Age	18 – 25 years	10
	26 – 33 years	20
	34 - up	70
Education	University	15
	Dropt Out university/Diploma	55
	Senior High School	30

From the evaluation of proposed model, all the criteria used (RMSEA, GFI, CFI, AGFI and TLI) have indicated satisfactory result. The model on the whole is appropriate, thus the development of hypotheses conceptually and theoretically is supported by empirical data. To test the hypotheses, the result of path coefficient could indicate the causal relationship between those variables being examined. See Table 2 for that relationship.

TABLE 2. PATH COEFFICIENT (STANDARDIZED AND UNSTANDARDIZED REGRESSION)

Intervariable relationship		Estimate (Unstandarize)	Estimate (standarize)	C.R	p	Note
Dw B	← Iq	0.278	0.287	2.416	0.016*	Significant (H1 supported)
Dw B	← Dis	0.586	0.588	3.894	0.000*	Significant (H2 supported)
Iq	← Dis	0.713	0.694	4.671	0.000*	Significant (H3 supported)
Dw b	← Co	0.250	0.191	2.245	0.025*	Significant (H4 supported)
Ip	← Dw b	-1.105	-0.801	-4.329	0,000*	Significant (H5 supported)

\* significant at alpha 5%

Based on the Table 2, it can be concluded that: (1) intent to quit is positively effect on deviant workplace behavior (H1 is supported), (2) dissatisfaction is positively effect on deviant workplace behavior (H2 is supported), (3) dissatisfaction is positively effect on intent to quit (H3 is supported), (4) company contempt is positively effect on deviant workplace behavior (H4 is supported), and (5) deviant workplace behavior is negatively effect on individual performance (H5 is supported).

### V. DISCUSSION

The results of this study provide relatively strong support for the existence of a positive effect on deviant workplace behavior, dissatisfaction positive effect to deviant workplace behavior, dissatisfaction positive effect to intent to quit, company contempt positive effect to deviant workplace behavior and deviant workplace behavior negative effect to individual performance of operational staff in SIER (Surabaya Industrial Estate Rungkut), Indonesia. At a general level, this result is largely consistent with the results obtained

from studies of causes and consequence of deviant workplace behavior. Negative deviant workplace behavior is a behavior intended to 'damage, disrupt or subvert the organization's operations for the personal purpose of the saboteur by creating unfavorable publicity, embarrassment, delays in production, damage to property, the destruction of working relationship, or the harming of employees and customers [8]. This study thus supports the research findings carried out by [1], [12], [11] and [3]. There is a positive significant correlation between job satisfaction toward work performance. Company contempt, intent to quit, and dissatisfaction were used to predict four types of deviant employee behavior. In addition, victims of interpersonal workplace deviance are more likely to suffer from stress related problem and show relatively decreased productivity, lost work time and a relatively high turnover rate, and financial costs. Furthermore, job dissatisfaction is an attitudinal that reflects how employee feel about their jobs. If dissatisfied employees remain in the organization they may engage in counter productive behaviors such as poor service, destructive rumors, theft and sabotage of equipment, turnover absenteeism and counter productive behavior results in a financial cost to the organization in terms of lost productivity and replacement costs [5].

Based on the findings, it is necessary for the managers in the manufacture firms to give concern on deviant workplace behavior in SIER, Indonesia. The chosen and implemented strategy should be consistent and appropriate with minimizing variable of negative deviant workplace behavior in to become positive deviant workplace behavior. The management firms of SIER should have a vested interest in increasing some types of positive deviant workplace behaviors within their organization such as such as organizational citizenship behaviors, whistle blowing, corporate social responsibility and creativity/innovation. This can be done by empowering their employees as the key to maintaining the competitive advantage of the firms. Empowerment can recognize and release in the organization the power that people already have in their wealth of useful knowledge, experience and internal motivation [9].

## VI. CONCLUSION

These findings provide insight that deviant workplace behavior is a very serious problem in manufacture firm. Therefore, it goes on manufacture firms should minimize the effects of negative workplace behavior and foster positive deviance in their employees. Deviant workplace behavior has effect on individual performance. It should be emphasized that this study suffers from certain limitations. *First*, one of its limitations is its single firm focus. *Second*, a reliance on subjective measures, due to an inability to source objective data. *Third*, the performance indicators used in the present study are based on subjective response to each person to

judge his/her own work performance.

## REFERENCE

- [1] A. Bollen and L. Heatherly. Predictors of Employee Deviance: The Relationship Between Bad Attitudes and Bad Behavior, *Journal of Business and Psychology*, 2001, Vol. 15, No. 3, Spring, p. 405-418
- [2] A.M. Harrel and M.J. Stahl. McClelland's Trichotomy Of Needs Theory and The Job Satisfaction and Work Performance of CPA Firm Professionals, *Accounting Organizations on Society*, 1084, Vol. 9, No. 3/4, pp. 241-252.
- [3] C. Coccia. Avoiding a toxic organization, *Nursing Management*, 1998, Vol. 29, No. 5, pp. 32-4.
- [4] J. Greenberg and R.A. Baron. *Behavior in Organizations*, 2003, Eight Edition, Pearson Education, Inc., Upper Saddle River, New Jersey.
- [5] J.A. Knights and B.J. Kennedy. Psychological Contract Violation: Impact on Job Satisfaction and Organizational Commitment Among Australian Senior Public Servant, *Applied HRM Research*, 2005, Vol. 10, No.2, p. 57-72.
- [6] J.L. Arbuckle, J.L. and W. Wothke. *Amos 4.0 User's Guide*, USA: SmallWaters Corporation. 1999.
- [7] K.D. Scott, J.W. Bishop, and X. Chen, An Examination of The Relationship of Employee Involvement With Job Satisfaction, Employee Cooperation, and Intention to Quit in U.S. Invested Enterprise In China, *The International Journal of Organizational Analysis*, 2003, Vol. 11, No. 1, p. 3-19.
- [8] M.L. Ambrose, M.A. Seabright and M. Schminke, 2002, Sabotage in the workplace: The Role of organizational injustice, *Organizational Behavior and Human Decision Processes*, p. 947-965.
- [9] R. Kreitner and A. Kinicki, *Organizational Behavior*, 2007, McGraw Hill Companies, New York.
- [10] R.C. Liden, S.J. Wayne, and M.L. Kreimer. Managing Individual Performance in Work Groups, 2001, Spring, Vol. 40, No. 1, pp. 63-72.
- [11] R.P. Tett and J.P. Meyer. Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis bases on meta analytic finding, *Personnel Psychology*, 1993, 46, p. 259-293.
- [12] S.H. Appelbaum, G.D. Iaconi, and A. Matousek. Positive and negative deviant workplace behaviors: causes, impact, and solutions, *Corporate Governance*, 2007, Vol. 7, No. 5, p. 586-598.
- [13] S.L. Robinson and R.J. Bennet, A Typology of Deviant Workplace Behaviors: A Multidimensional Scaling Study, *The Academy of Management Journal*, 1995, Vol. 38, No. 2, Apr, pp. 555-572.
- [14] S.P. Robbins and T.A. Judge. *Organizational Behavior*, Twelfth Edition, Pearson Education, Inc., Upper Saddle, River, New Jersey, 2007 .
- [15] T.B. Lawrence and S.L. Robinson. Ain't Misbehavin: Workplace Deviance as Organizational Resistance, *Journal of Management*, 2007, Vol. 33, No. 3, June, p. 378-394
- [16] G.M. Spreitzer and S. Sonenshein, Toward the construct definition of positive deviance, *American Behavioral Scientist*, 2004, Vol. 47, No. 6, pp. 828-47.
- [17] <http://www.sier-pier.com/>, Pt Surabaya Industrial Estate Rungkut (SIER), accessed, 2010, dec, 7.



**Muafi** is currently a lecturer and researcher at the University of Pembangunan Nasional 'Veteran' Yogyakarta majoring in Management. He completed his Doctoral Program from Brawijaya University Indonesia in 2008 and his Master of Management Science from Airlangga University Indonesia in 1997. His area of expertise is in Human Resources Management with interest in Strategic Human Resource Management, Organisational Behavior, and Change Management. The subjects that he has taught include Strategic Human Resource Management, Strategic Management, and Organisational Behaviour. He has secured a research grant from the Research and Technology Ministry and Dirjen Dikti Indonesia.